

DEFENSE BUSINESS BOARD



Leveraging Public-Private Collaboration to Augment the Department of Defense's Mission

Task Group Update

January 19, 2012

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Overview

Terms of Reference (Signed by VCJCS on December 12, 2011)

- Identify existing authorities to develop Public-Private Collaborations (PPCs)
- Evaluate DoD's existing PPCs and identify their merits and risks
- Identify where and how DoD is using PPCs to augment its capabilities and suggest how these processes or models might be applied across DoD
- Evaluate organizational opportunities and propose options for oversight and management
- Outline criteria to help prioritize PPC initiatives

Deliverables

- Provide recommendations on how the Department should more fully exploit the benefits of PPCs – July 2012

Task Group Members

Mr. Jack Zoeller (Chair), AMB Barbara Barrett, Mr. Mel Immergut, Mr. Philip Odeen, Mr. Atul Vashistha, and Ms. Catherine Whittington (Staff Analyst)

Public-Private Collaboration

- Definition of PPC: A voluntary interaction between the public and the private sector through which both parties leverage the expertise and resources of the other in order to address an issue or opportunity with greater impact and efficiency.
 - No direct financial benefit or monetary transaction is involved.
 - Goals, structure, and governance are mutually determined. Decision-making is shared.
 - “Private sector” includes businesses, NGOs, foundations, academic and research institutes, community-based and other non-public organizations.
- PPCs are “critical to U.S. success at home and abroad.” – President’s 2010 National Security Strategy.
- PPCs allow DoD to increase its mission effectiveness by leveraging non-public sector capabilities, knowledge, processes, and infrastructure.
- Given today’s budget constraints, PPCs also provide opportunities for cost reductions and efficiencies.

Public-Private Collaboration (Continued)

- Despite the benefits of PPCs, there is no overarching DoD policy for evaluating, developing, tracking or exploiting PPCs.
 - Therefore, PPCs occur on an ad-hoc basis within DoD.
 - Private sector organizations encounter wide variations in openness to PPCs as well as the requirements and approval processes for conducting PPCs.
 - Opportunities for collaboration may be missed, weakly pursued, or not exploited across DoD organizational boundaries.
- Unlike other US government departments, DoD faces statutory restrictions against soliciting private sector organizations to collaborate in PPCs.

Plan

- Conduct interviews with OSD, Joint Staff, COCOMs, Services, and selected Defense Agencies.
- Determine and analyze DoD's current organizational structure for PPCs.
- Identify and evaluate DoD's successes and downsides in previous PPCs.
- Conduct interviews with private sector organizations having PPC experience with DoD or other US government entities.
- Review and evaluate the legal framework within which DoD PPCs operate.
- Identify best practices and consider alternatives for organizing and overseeing PPC activities in DoD.

Actions to Date:

- Received assistance within the Department for this study (e.g. CJCS, USD(P), SACEUR/CDRUSEUCOM).
- Developed extensive questionnaire, which was sent by Joint Staff to the Services and COCOMs. OUSD(P) will send to the Defense Agencies.